



Sunnyvale Department of Public Safety

Office of the Director

DATE: May 17, 2004

TO: Amy Chan, City Manager

FROM: Michael R. Maehler, Acting Director

SUBJECT: Department of Public Safety - Fiscal Year 2004/2005 Budget Reductions

DPS has submitted budget supplements for the FY 2004/2005 budget reducing the department budget 5% in services directed by Council. Council directed DPS to identify \$1,173,507 in reductions to its proposed budget. As an alternative to these reductions, this memo points out several options resulting in savings of \$1,593,707. These options address the overall fiscal management of the programs managed by the department rather than individual services.

To achieve these savings, these options are:

- Eliminate one apparatus from Fire Services with savings of approximately \$1,073,994.
- Reduce recruit hiring in Personnel & Training by one with savings of approximately \$169,436.
- Hold vacant in Public Safety Administration Assistant Director of Public Safety positions for 6 months with savings of approximately \$288,415.
- Reduce 621 hours in Public Safety Administration for one Senior Office Assistant with \$27,509 in savings.
- Reduce 900 hours in Public Safety Administration for Casual Technical - Cadet with \$34,353 in savings.

These options reduce both hours and full-time equivalents. Reducing only hours without the corresponding reduction in positions may result in budget overruns. If accepted, some of these options will be extremely controversial with both staff and the community.

FIRE SERVICES – PROGRAM 482

Council directed DPS to identify \$780,559 in reductions for Fire Services – Program 482 (DPS 014, 015, 016, 017, and 019). This can only be accomplished through a reduction in station based personnel. On April 10th, during the DPS service review with Council for DPS, I explained to Council that fire services is scalable only to the extent Council is willing to close a station or reduce equipment by one apparatus. Any of these options will reduce station base operations while maintaining the department's ability to effectively manage the programs it is responsible for.

There are three options to effectively reduce station base personnel. They are:

1. Elimination of Fire Services Relief Personnel – Projected savings \$1,358,044. In theory, this reduction would result in the elimination of 3 Lieutenant's (Team Coordinators) and 6 Public Safety Officer II (Relief) personnel and a savings of \$1,358,044. These relief positions are filling vacant positions 85-90% of the time due to workers' compensation, disability, and leaves. Vacancies in these positions are required to be filled given established operational practices for fire services. Eliminating these relief positions would require the use of overtime to fill these vacancies. This overtime cost is the most expensive overtime cost to the department, and would consume or exceed the noted savings. Thus this option is not feasible.
2. Close One Fire Station – Projected savings \$1,240,833. This reduction would close one fire station with a reduction in staff and equipment with a corresponding reduction in station maintenance and costs. It would deprive one section of the community timely access to fire services and will exacerbate fire service response time. Savings for a station closure would reduce cost for 3 Lieutenants and 3 Public Safety Officer II's and would result in an approximate saving of \$1,240,833 in addition to savings from maintenance and equipment (not calculated).
3. Eliminate One Fire Apparatus – Projected savings \$1,073,994. This reduction would eliminate one piece of fire apparatus that would be determined by the least used piece of equipment. It can be done without closing a station since 5 out of 6 stations have 2 or more pieces of equipment. Personnel savings associated with the reduction of 6 Public Safety Officer II's would result in approximate savings of \$1,073,994 and would result in service reductions in most of the services identified by Council for service level reduction. This would be equivalent to a 6.88% reduction in the overall fire station based budget which would be 1.88% higher than the 5% direction provided by Council for the 5 fire service reductions indicated. It would be anticipated that the response times for fire services, due to this reduction, could lengthen by 30 seconds or more, depending on location and type of call. This would be monitored on an on-going basis to determine actual impact as a result of this decision.

Council also directed DPS to have further reductions in five other managed programs. The following options are suggested in place of reductions in those areas.

PERSONNEL & TRAINING – PROGRAM 484

Reduce Recruit Hiring By One – Projected savings \$169,436. Council directed DPS to identify \$138,943 in reductions for Personnel & Training – Program 484 (DPS 049A, 052, and 053). By reducing the hours for one recruit in the coming year, we should achieve approximately \$169,436 of savings. However, this needs to be reviewed in context of our discussions with Council on April 6th concerning the current overstaffing situation and our ability to fund that condition. Without layoffs, a portion of this budget, which we knew would be under expended in the coming year because of that overstaffing situation, would be used to help fund those positions along with an authorization from Council to utilize the remaining funds in the recruitment and training supplemental project budget.

PUBLIC SAFETY ADMINISTRATION – PROGRAM 487

Council directed DPS to identify \$102,598 in reductions for Public Safety Administration – Program 487 (DPS 106, 107, 108, 109, and 112). As an option to these budget supplements submitted by DPS, approximately \$350,277 in savings would be realized through:

- Reduce 621 hours for one Senior Office Assistant with \$27,509 in savings.
- Reduce 900 hours for Casual Technical - Cadet with \$34,353 in savings.
- Hold vacant in Public Safety Administration Assistant Director of Public Safety positions for 6 months with savings of approximately \$288,415.

A reduction of 621 hours for one Senior Office Assistant would result in savings of \$27,509 in Public Safety Planning and Research.

Reducing 900 hours for part-time Casual Technical positions would reduce funding \$34,353 for Cadets in Public Safety.

Depending upon some resolution of the Director situation, it is possible to hold Assistant Directors vacant for a portion of the coming fiscal year achieving a saving of over \$42,000 per month and would meet the 5% reduction goals in approximately five weeks. If left vacant for a period of 6 months, a cost saving of \$288,415 could result since it would take at least that long to fill the positions anyway.

All costs in DPS Executive Management are for hourly rates associated with the Director of Public Safety, two Assistant Directors and an Administrative Aide-Confidential. Each of these positions is critical for the long-term management of the department. Without having the Assistant Directors in place, the span of control for the

Director will continue to be 11 managers. Unfortunately, the obstacles that exist in this environment will remain and the change that is sought in the department will fall short of expectations without filling these positions. Any reduction to this activity does not solve the underlying issues that have plagued the department.

cc: Mary Bradley, Director of Finance
Chuck Schwabe, Deputy City Manager